



Section 2: Significant Transformation Activities

VITA's Value Proposition

Early on in the process of establishing VITA, it became apparent that the value-add VITA would offer its customers would need to be well-defined and equally well-understood. Value propositions, while common in the private sector, are not as uniformly established and used within government. The Transition Team decided that if VITA is to succeed as a service organization, however, it must adopt and apply the best business practice of defining and ingraining in its staff the benefits it will provide, as expressed in its value proposition.

What is VITA going to do for me?

As a result of the significant organizational and cultural changes underway, the benefits of VITA are enormous and extend to a broad range of stakeholders, including state government agencies, taxpayers and customers, state IT employees, and the Commonwealth.

State government agencies benefit from consistent, reliable services from a consolidated, centralized IT "factory" where core technologies are delivered seamlessly as utilities (much like electricity and running water). Through an innovative funding model, agencies also benefit from continued investment in technologies and in the people who support them, in good fiscal times and in bad fiscal times. Small- and medium-sized agencies that typically lack resources and depth of expertise will have access to skill sets and technologies not currently available to them, thus closing the gap between the technology "haves" and "have-nots."

Taxpayers and customers benefit from improvements in and deployment of seamless, integrated systems and services, particularly Web-enabled solutions promoting convenience and ease of use. In so doing, Virginia is fulfilling the vision of a digital government, available twenty-four hours a day, seven days a week, 365 days a year. And it also represents an enterprise approach to IT service provision - which will now have one face to Virginia government. Taxpayers will reap the benefits of the considerable cost-savings over the long-term, estimated in excess of \$100 million annually. These savings can be used to fund initiatives to improve citizens' lives in the areas of education, social services, health, public safety, and transportation.

State IT employees will receive ongoing training and re-training throughout their tenure with state government. State IT employees will also have unparalleled career opportunities for advancement, education, and relocation throughout the Commonwealth. Because the creation of VITA is a stakeholder-driven process, state IT employees will also have a hand in developing VITA's organization and structure, and in influencing services and service delivery.

The Commonwealth will benefit from the improvements to the functioning of state government, the efficiencies and convenience of strategic technology investments, and significant cost-savings. Virginia will also benefit from the lessons learned during the planning and implementation phases of VITA, and can apply them to other potential consolidation and centralization reform efforts in areas such as procurement, real estate, administration and mail services.

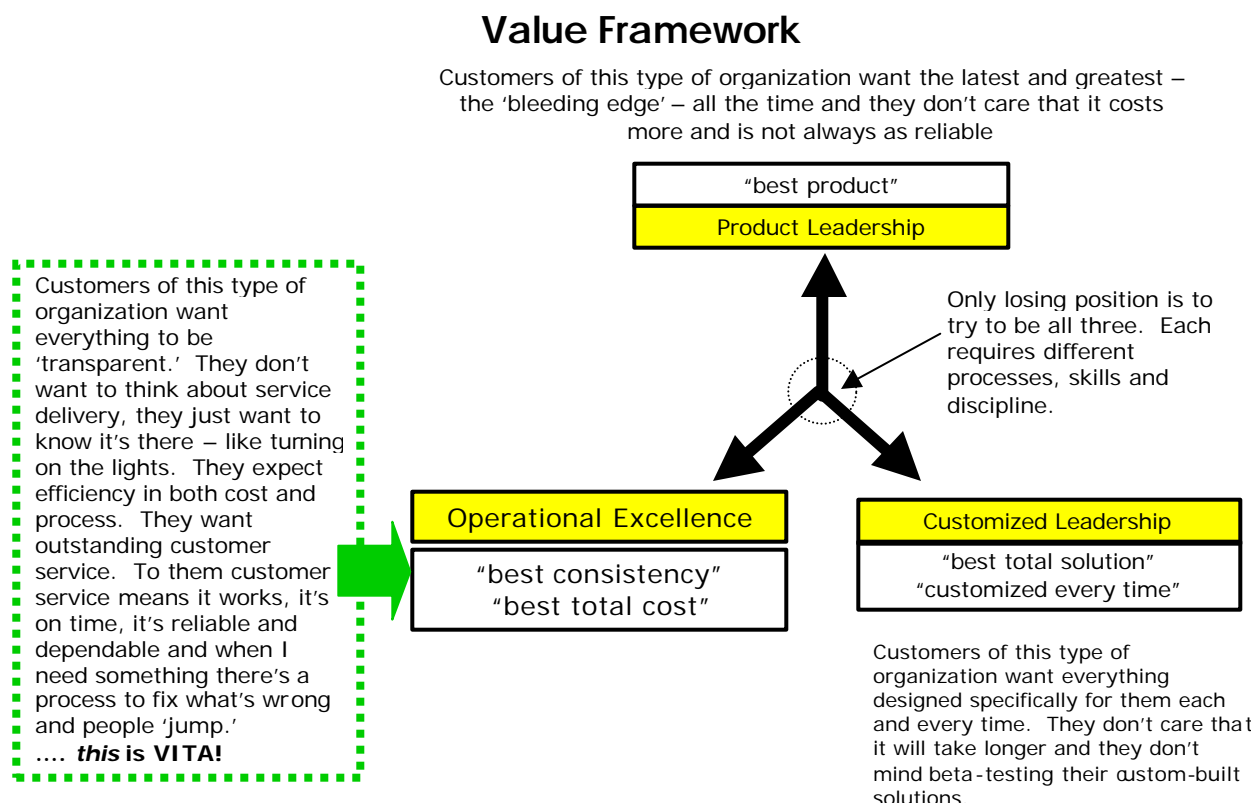
To provide these benefits, we determined that VITA must exhibit the following operational attributes:

Attributes for Success	
<ul style="list-style-type: none"> Succeed through partnerships 	<ul style="list-style-type: none"> One solution, many customers
<ul style="list-style-type: none"> Clear, mutual understanding of service levels 	<ul style="list-style-type: none"> Emphasis on standards and improving efficiencies
<ul style="list-style-type: none"> Relationships built on respect 	<ul style="list-style-type: none"> Improved security
<ul style="list-style-type: none"> Leverage buying power 	<ul style="list-style-type: none"> Protecting the state's IT assets
<ul style="list-style-type: none"> Provide enterprise approach 	<ul style="list-style-type: none"> Reliability and dependability
<ul style="list-style-type: none"> All the pieces fit together 	

VITA will deliver value by incorporating these attributes in a model for Operational Excellence.

VITA's Model for Operational Excellence

VITA's customers are the agencies for which we provide IT services and the citizens of the Commonwealth who rely on us to spend their dollars wisely. They want services and solutions that work, are on time, are reliable, and are framed within a first-class network of customer support. VITA's model for Operational Excellence considers these customers and the pillars on which VITA will succeed. By being the best and most efficient in cost and process, VITA will be a model for operational excellence. The model below illustrates the three sustainable business models and approaches in industry:



Source: Discipline of Market Leaders, Treacy & Wiersma, 1994.

To achieve operational excellence, we clearly define what VITA is and also what it is not:

- VITA is not currently focused on providing highly customized, single solutions. *We focus on the solutions that can be developed once and utilized by many.*
- VITA is not currently focused on embracing each and every cutting edge technology as it emerges - *we adopt new technologies when they provide a means to address specific customer needs.*

Expect the Best is not just a motto, it is our promise supported by our value proposition.

With our focus on customers, the Operational Excellence model takes a five-pronged ("pillared") approach and builds a unique and dynamic way of doing business within state government.

VITA's Model for Operational Excellence



The five pillars on which we will build VITA's success are:

- **Excellence in service delivery** - VITA customers can expect and have a right to demand the best in consistent and reliable delivery of solutions - what we promised, when we promised it.
- **People = Assets** - VITA's most important asset is people - talented, skilled state IT professionals who can deliver. They will be enabled through ongoing training, skilling, and re-training throughout their professional careers.
- **Success through partnerships** - Our success will be celebrated as the product of a partnership between VITA, our customers, and our suppliers - working together to find new ways of getting things done.
- **Technology solutions** - VITA understands our customers' businesses and follows the rapid development and changes in technology. VITA applies new technologies to solve real business problems for our customers. We will deliver solutions, not just services.
- **Transparency** - There are two concepts to 'transparency'. One is that VITA's customers expect technology services to be like a utility ("the light switch") - something that is just there, yet is evolving and transforming over time. The other is that we want to operate according to open, consistent and clear practices and principles so that the process of planning, provisioning and delivering IT services is a 'glass house.'

Each pillar is a guiding principle for how we will approach our work and the development of the VITA agency.

Building the Foundation for the Value Proposition

During the transition process VITA will be concentrating on building the foundational requirements to develop into a world-class technology organization and fulfill the value proposition. Best practice approaches to support that proposition will be found in other sections of this Operating Plan covering all aspects of VITA's future operations.

Other Transformation Initiatives

While the establishment of VITA is the centerpiece of Governor Warner's IT transformation, a number of other major efforts are important components of and contributors to that overall initiative. At the same time as the transition to VITA was underway, significant progress was also being made in the following areas:

- ProReform
- Virginia Partners In Procurement
- Service rate reductions
- Contractor conversions to classified positions
- Establishment of the VITA Project Management Division
- Agency IT Strategic Planning
- IT Portfolio management
- Project management training and qualification
- virginia.gov

A brief description of the accomplishments in each of these areas is outlined below.

ProReform

Description

The scope of the ProReform initiative is to develop a "best practices" model for centralized IT procurement to be implemented through the Virginia Information Technologies Agency. VITA's ProReform activities are a continuation of efforts begun in response to prior legislative mandates that will complement the overall IT transformation effort, establishing a best practices procurement environment to accomplish the following objectives:

- Implement processes that are fast and flexible;
- Invite, promote and sustain positive industry partner and customer relationships;
- Be paperless, one stop and easy for customers and industry partners;
- Be solutions—not product—oriented;
- Be business-driven and managed, not overshadowed by the procurement process itself;
- Be enterprise-oriented to leverage effectively the Commonwealth's buying power;

- Have contract vehicles that are standardized, fair, and effective;
- Be performance-based;
- Invite, promote, and sustain increased access, participation, and partnerships with small-, minority-, disabled-, and women-owned businesses;
- Take advantage of industry's special knowledge of products and services;
- Be supported by VITA's internal organizational structure and management systems, and;
- Use procurement processes and contract vehicles to drive the Commonwealth toward a common enterprise architecture.

Objectives

The objective of the ProReform initiative is to develop technology procurement policies and procedures for VITA's benefit and on behalf of other state agencies and institutions to the extent authorized by VITA. VITA has developed ProReform policies and procedures, and these have been published in "Buying Smarter, Faster & Better: VITA's Guide to Technology Procurement" (See Appendix 2-1.).

Approach

The ProReform team researched and defined a "best practices" business model for delivery of technology procurement and contracts that will support the consolidation and leveraging of the Commonwealth's buying power while streamlining and reducing the time required for conducting the associated procurement and contract business processes. As a result of those efforts, ProReform identified the following best practices components for VITA's technology procurement model:

- VITA will utilize solution-oriented RFPs for establishing statewide contracts and procuring best-value technology solutions for the Commonwealth.
- VITA will use value-based or best-value purchasing in its procurement evaluations to secure the best technology solutions available.
- VITA will develop long-term strategic partnerships with its industry partners.
- VITA will utilize procurement solutions that share risks and benefits with its industry partners.
- VITA will strictly enforce Codes of Conduct for its procurement professionals and its industry partners to ensure fairness, objectivity, and professionalism in the technology procurement process.

Accomplishments/Milestones

The first draft of "Buying Smarter, Faster & Better: VITA's Guide to Technology Procurement" was published for public comment on May 1 of this year. A public hearing on this ProReform Guide was held on May 28, with a revised second draft then published on June 24. As of July 1, the Guide was formally published as VITA's ProReform policy document.

Complete information on ProReform, including the Guide, and a summary of the May 28 public hearing, may be found at <http://www.proreform.virginia.gov>.

Virginia Partners in Procurement

Description

Virginia Partners in Procurement is an initiative of Governor Warner and his Cabinet Secretaries to create savings in Commonwealth purchasing through leveraging the state's spending for goods and services. A key objective of the initiative is the replacement of overlapping individual agency/institution contracts with statewide contracts for similar items that satisfy the majority of the requirements of most users. To support this initiative, the Department of General Services contracted Silver Oak Solutions to perform the following:

- Collect, analyze and understand agency and institution spend data and buying trends;
- Categorize analysis results to identify savings opportunities by commodity;
- Benchmark and analyze industry marketplace prices to validate savings potential;
- Develop requirements for aggressively-conducted procurements;
- Review procurement responses and produce analyzed cost/benefit results.

In performing the first three tasks above, Silver Oak identified computer hardware (personal computers – desktop and notebook, and small servers), and software (Microsoft Select and other desktop versions) as commodities for which contracts could be established to produce significant savings.

Accomplishments

As the result of the research conducted by Silver Oak, the Department of Information Technology (now absorbed into VITA) issued Request for Proposals (RFPs) for the computer hardware and software commodities described above. The procurements were aggressively conducted using the information Silver Oak gathered from its research. Unlike other state procurements, negotiations with the RFP respondents were conducted to reach targeted price points. With an in-depth knowledge of the prices each respondent had offered to other customers under circumstances similar to the Commonwealth, Silver Oak Solutions was successful in negotiating on behalf of the state some of the most aggressive prices in the industry.

When the final award recommendations are approved by the Cabinet, up to four computer hardware contracts will be awarded to replace nine existing statewide contracts and numerous individual agency agreements. The award of the computer software contract will be made to a single industry partner establishing a new source for purchasing Microsoft Select and other commonly used desktop software titles. The software contracts will put into place a single statewide source for acquiring low dollar software that would normally be purchased on an as-needed basis by each agency.

Based on the past spending trends of the state, Silver Oak Solutions projected that the Commonwealth would spend approximately \$65.5 million for computer hardware during fiscal year 2004 (FY04) if those purchases were made from the state's existing contracts. As the result of the state-leveraged procurement, the Commonwealth is expected to save approximately 9 percent to 18 percent, or \$6 to \$12 million, on computer hardware during FY04 using the new contracts. The state is projected to spend \$28.4 million on desktop software during FY04 based on past buying trends and prices paid. With the implementation of the new software contract, the state is estimated to save approximately 6 percent, or \$1.8 million, through the use of the new contract.

Major Milestones

Data collections, market research, and RFP development took place from January to March 2003. The RFPs for computer hardware and software were issued on April 4 with a due date of May 5. Proposal evaluations and price negotiations concluded on June 16, and award recommendations were forwarded to the Cabinet in mid-July. Contract awards are currently projected for Fall 2003.

Service Rate Reductions**Unisys CPU Rate****Description**

In keeping with our commitment to work with customers to provide the most effective and efficient service, VITA recently worked with the Department of Social Services to initiate a rate reduction in response to a change in use of VITA services.

Approach

The change required a request to the Joint Legislative Audit and Review Commission for approval to reduce the Unisys mainframe CPU rate (i.e., computing charges). The reduction offsets charges that the Department of Social Services (DSS) will incur as a result of converting from a shared MAPPER region (i.e., portion of computer resources used) to a dedicated MAPPER region. This conversion is a benefit to both DSS and VITA. In a shared environment, VITA performs all database maintenance in order to ensure that one agency cannot obtain unauthorized access to another agency's data. Also, before maintenance is performed it must be planned and coordinated with other users because it involves systems downtime. In the new dedicated environment, DSS will now be able to perform its own database maintenance according to their schedule without impact to other users of the Unisys mainframe.

Accomplishment/Milestone

The proposed Unisys CPU rate for a dedicated region is \$.008578 per second, which represents approximately a \$300,000 per year reduction for DSS compared to the prior rate.

Telecommunications—COVANET Contract**Description**

The current MCI contract was modified to lower the cost of ATM ports for T-1 circuits accessing MCI's Richmond Junction (RIJ) to COVANET and VITA routers/mainframe. This price reduction will aid in attracting new customers to COVANET. Also, agencies and institutions that use frame relay to ATM for video will have a more cost effective connection.

Accomplishments

Negotiations were successful and a contract modification was signed providing a 42% reduction. Approximately 174 circuits statewide will realize \$250 per month per circuit savings. Annual savings are estimated at \$522,000. Seven localities /agencies/ universities were affected, with DSS as the primary beneficiary with savings of \$501,000.

Milestones

This contract modification is effective as of July 1, 2003. DSS will save \$41,750 per month, for an annual cost savings of \$501,000.

Telecommunications—VDOT Circuit Review**Description**

VDOT leases sixty-five (65) ATM 45 Mg (DS-3s) circuits at a cost of \$4,250 per month per circuit. MCI and VITA have reviewed the traffic on these circuits and determined that 20 of the circuits would benefit from Inverse Multiplexing Architecture (IMA). This technology is cost-effective for customers who need more than T-1 bandwidth, but less than 45 Mg (DS3) services. IMA gives customers another option so they do not have to buy more capacity than they really need.

Accomplishments

Testing is underway with VDOT and MCI at pilot locations to determine whether the IMA circuits will meet the demands of the VDOT network. If the pilots are successful, circuits will be converted on a one-by-one basis, for an individual savings of \$2,125 per month per circuit.

Milestones

The pilots began July 2003. A conversion decision is anticipated for Fall 2003.

Telecommunications—Telephone Inventory**Description**

VITA has developed a Telephone Inventory Bid to purchase an inventory of voice services. A business partner was hired to compare VITA and telecommunication provider bills to ensure the Commonwealth is receiving what it pays for. If the pilot is successful, the business partner will "touch" each voice line of the in-scope agencies to ensure all features are operational and necessary. Unused lines will be disconnected. The partner will make recommendations for cost-savings improvements to agency configurations (consistent with overall state telecommunications plans). The objective is to update the inventory, correct errors, and identify ways of saving money.

Accomplishments

This contract has been awarded, pilot agencies have been selected, and a protocol has been developed. The pilot is anticipated to begin in Fall 2003.

Telecommunications—Data Conferencing**Description**

VITA has implemented a data conferencing service that serves as a visual enhancement to audio teleconferencing. Conference moderators can share PowerPoint presentations and other applications with participants who view materials via their Web browser while participating in a telephone conference. Data conferencing is a companion service to audio conferencing.

Accomplishments

Potential savings are unknown. However, potential uses and benefits are unlimited. Data conferencing can enhance an administrative meeting or serve as the technology platform for

training. A video overview has been produced for customers. It will be presented at the next Telecommunications Coordinators meeting in Fall 2003.

Milestones

The handbook information is available on-line.

Telecommunications—Mobile Satellite Service

Description

VITA is nearing completion of an Invitation for Bid (IFB) for mobile and fixed satellite data services. This service can serve as a backup for land-based wired or terrestrial wireless data capacities. In the event of a disaster or emergency, locations with fixed services have a backup link to disseminate information. For on-site emergency data applications, a truck can be driven to a site and uplink vital data to a satellite for rebroadcast to other locations. If traditional land-based wired or terrestrial wireless data facilities are compromised, this capacity can be used to access the Internet or other information distribution networks. Applications will include mobile medical facilities, emergency operations, and temporary facilities such as VDOT construction sites. Known requests/requirements are from the Department of Health and the Department of Emergency Management. This service could also serve as Internet access to un-served areas (such a rural, valley areas).

Accomplishments

Potential savings are unknown, but this capacity would be invaluable in emergencies or when traditional communication modes are compromised. Access to these facilities will provide data applications anywhere throughout the Commonwealth by either mobile or fixed means to provide a variety of administrative and emergency response resources.

Milestones

Bids were opened in August.

Telecommunications—Streaming Video

Description

VITA is in the process of reviewing bids on an RFP for streaming video services. Once awarded, this new service will provide a variety of Web streaming resources to state government. For example, citizens throughout the state could view events live or information can be archived for later retrieval. It can also be used for training and dissemination of any information, such as the Governor's State of the Commonwealth speech, or a major summit from a Virginia location or university.

Accomplishments

Potential savings are unknown. However, it is anticipated that this contract will provide high quality, cost-effective Web casting and video streaming options to end users, making unnecessary the expense of building a permanent infrastructure. Information will be available to a larger number of citizens.

Milestones

Bids have been received, and a review committee made up of representatives from VITA, VDOT, and the Department of Health are in the review process. The estimated award timeframe is September 2003.

Telecommunications—Nextel Contract Modification

Description

Currently Nextel Commonwealth customers deal directly with Nextel for services and billing. VITA is implementing a consolidation of the current Nextel wireless contract to move from five wireless plans to twelve plans, giving customers greater flexibility in system choices. This contract also provides voice features and additional data features not currently available. Ordering and billing will be managed through VITA, providing a new billable service (revenue stream), as well as enhanced customer service processes, reliable inventory, and expense tracking.

Accomplishments

Potential savings are unknown. However, potential uses and benefits are unlimited. For example, new wireless data features will enhance administrative needs and serve as advanced wireless feature enhancements.

Milestones

Review of Mod #7 with VITA Acquisition Services Directorate should result in an award in September 2003. The modification will bring billing in-house and will provide enhanced feature options.

Contractor Conversions

Description

VITA is implementing a two-pronged cost-reduction strategy related to the use of contractors. The first part of the program, which began in 2002, involves two new procurement vehicles for acquiring temporary IT consulting services at the most competitive market rates. The second is to convert many of our IT contractor positions to full-time positions in order to recognize associated cost savings.

Approach

In September 2002 new contracts were awarded to more than 80 partners in 19 information technology (IT) service categories. These contracts take advantage of the consolidated buying power of the Commonwealth to provide access to the best market price for low to mid-level, "commodity" IT services. Estimated savings as a result of this initial contract are projected to be as much as 30%.

The second procurement vehicle, the Advanced Information Technology Resource Services contract, was announced August 26, 2003. The contract was awarded to five business partners to address high-end technical consulting needs at more competitive rates, and to include discounts for volume and duration as well as total Commonwealth spend. The Contract Fact Sheet is located at <http://www.asd.virginia.gov/contract/itservices/factsheet.doc>.

While taking advantage of the availability of consultants on a more cost-effective basis, VITA is also committed to reducing overall dependency on higher cost contractor services by obtaining fulltime equivalent (FTE) positions that can be posted and filled at a savings to the Commonwealth. In the past, DIT, DTP, and many other state agencies have hired and maintained substantial numbers of highly skilled contract employees to meet work demands, often because of a shortage of permitted classified positions.

Many of these contractors have several years of experience with Commonwealth systems and business functions and have acquired a unique level of experience and expertise that

has become critical to current operations and/or projects. These workers were hired under State procurements that permitted the hiring of highly skilled staff at competitive rates for their skill levels. However, where classified positions are available or can be created, converting these contractors to state employee status can, in many cases, substantially reduce the cost of having these skilled individuals available on a continual basis. Savings are estimated to be a minimum of \$500,000 annually.

Accomplishments/Milestones

Since January 2002, cost savings of approximately \$275,000 have been associated with conversion of contractor staff within the Executive Branch. A detailed strategy for continuation of conversions in concert with VITA transition activities is anticipated to be ready in September of this year.

Establish the VITA Project Management Division

Description

The establishment of the VITA Project Management Division (PMD) is mandated by the *Code of Virginia*. The VITA PMD implements an integrated approach to the management of information technology investments through the selection, control, and evaluation of Commonwealth business-driven IT investments by the CIO and the Information Technology Investment Board (ITIB). The PMD's three primary functions are:

- Portfolio Management—provides a continuous process for managing technology investments. The Commonwealth Technology Portfolio (CTP) captures the "As Is" view of the Commonwealth IT architecture and facilitates the identification and migration to the "To Be" IT architecture.
- Enterprise Program Management—manages programs and projects of enterprise significance and improves project management capability across Commonwealth IT projects.
- Project Oversight—controls and evaluates IT investments to ensure that project objectives are achieved in accordance with an approved project plan.

Approach/Accomplishments

Selected Department of Technology Planning personnel were transferred to the VITA PMD as of July 1 to staff the new organization. Transition to a fully functioning PMD, as defined in the legislation, will require additional staffing to be phased in with the consolidation of small, medium, and large agencies into VITA. (See Section 5 of this Operating Plan for the PMD's role in Commonwealth IT Investment Management.)

Three major transition activities underway in the PMD are the Agency IT Strategic Planning, the Commonwealth Technology Portfolio, and the Commonwealth Project Manager Development Program. These transition activities are detailed below.

Agency IT Strategic Planning

Description/Approach

The *Code of Virginia* requires all state agencies and public institutions of higher education to prepare and submit information technology strategic plans to the CIO for review and approval. The Agency IT Strategic Planning Guidance for the 2004-2006 Budget Biennium

was modified to incorporate the evaluation criteria for Agency IT Strategic Plans specified by the VITA legislation and to collect project proposal information needed to evaluate major IT projects for review and approval by the CIO and Information Technology Investment Board. The Commonwealth Agency Technology Strategic Planning Application (CATSPA) was developed and implemented to facilitate Web-based data capture and evaluation of Agency IT Strategic Plans (ITSP) and project data.

Accomplishments

IT Strategic Planning Guidance was issued to Executive Branch agencies and institutions on April 8 with the following phased key deliverables and associated due dates:

- Part I--Agency Profile, Strategic Direction, Major IT Projects/Procurements—May 21
- Part II—Non-Major IT Projects and Procurements—June 13
- Part III—Agency Updates to IT Asset Portfolio—August 18

To date, as part of the IT Strategic Planning process for the FY 2004-2006 Budget Biennium, agencies have identified:

- 138 Major IT Projects (\$1 million or more, mission critical, or statewide application) requiring funding in the 2004-2006 biennium
- 23 Major IT Procurements (\$1 million or more, non-project—e.g., license renewal) of which 19 are slated for execution in the 2004-2006 biennium
- 315 Non-Major IT Projects of which 286 will require funding in the 2004-2006 biennium
- 456 Non-Major IT Procurements (over \$50,000 and less than \$1 million) of which 443 are slated for execution in the 2004-2006 biennium

The review of agency ITSP continues, with the next major milestone being the submittal of recommended technology investment projects to the Governor and General Assembly on September 1.

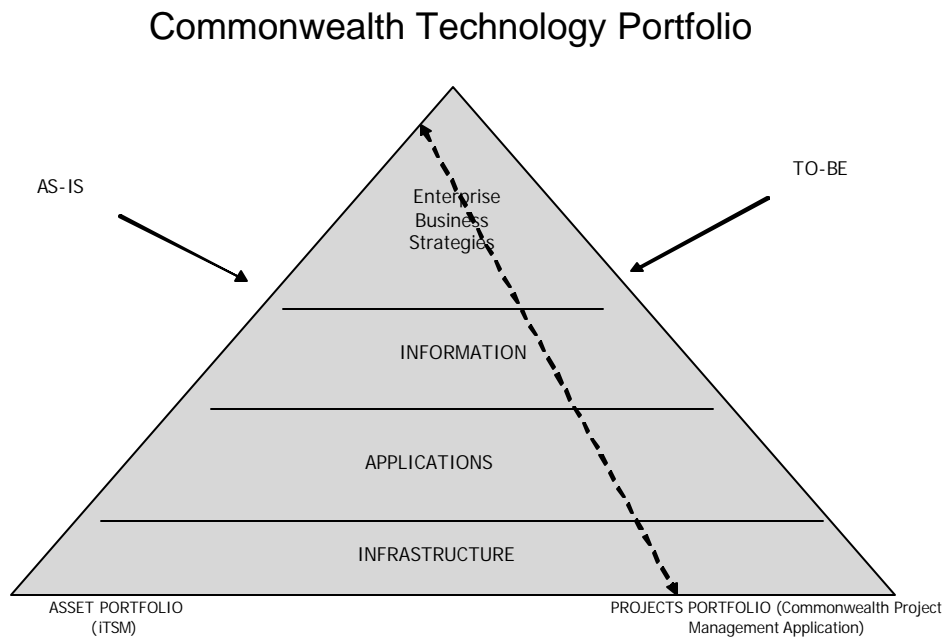
Information Technology Portfolio

Description

The first Commonwealth Technology Portfolio was developed and implemented as part of the IT strategic planning effort for the 2002 – 2004 Budget Biennium. The need to manage IT assets and projects as investments had become pressing and the decision was made to begin implementation of Information Technology Investment Management (ITIM) principles with an IT Portfolio tool to support the process. ITIM is an integrated approach to managing IT investments that promotes the continuous identification, selection, control, life cycle management, and evaluation of IT investments. The ITIM methodology uses structured processes to minimize risks and maximize return on IT investments. The key components of the Commonwealth's Technology Portfolio and their relationships are illustrated below.

The Commonwealth Technology Portfolio, Version 1, was the Secretary of Technology's first attempt to build a portfolio to capture information regarding technology assets and projects for the Executive Branch of state government. Version 1 supported agency IT strategic planning and provided a summary view of agency assets, but was not integrated with the Commonwealth Accounting and Reporting System (CARS).

As a result of current IT transformation initiatives, including the establishment of VITA and the IT Investment Board, it became evident that additional detailed information was needed in order to answer key questions about Commonwealth IT investments. This need for more detailed information led to the Due Diligence project that occurred in the fall of 2002. This project required agencies to provide very detailed information regarding their infrastructure to include hardware, software, facilities, personnel, and service contracts. Its primary purpose was to inventory the current IT infrastructure and to identify opportunities where consolidation of resources would benefit the Commonwealth of Virginia. The Due Diligence effort was used as a foundation for internal VITA transition planning.



Approach/Objectives

The current Commonwealth Technology Portfolio, Version 2, Project was established by the Secretary of Technology to strengthen the current project and asset portfolios, and to pursue the implementation of an IT investment portfolio management tool. This tool will support the *Commonwealth of Virginia Strategic Plan For Technology* key objective to better plan, budget, and track IT expenditures through a more robust IT investment information system.

Project objectives are as follows:

- Create a centralized IT asset inventory to support executive decision-making by the newly consolidated IT organization;
- Improve project-level cost accountability;
- Eliminate redundant projects and procurements;

- Provide reporting of asset data from various points of view—inventory, projects, applications, and core business activities;
- Support the procurement and management of all IT assets for Executive Branch agencies through a centralized entity;
- Begin to capture historical baseline data for input into cost projections and time estimations for future endeavors.

To expedite the early provision of additional functionality, the Version 2 Project is being conducted in phases. Phase 1 has focused on implementing interim short-term solutions for the project portfolio, asset portfolio, and the automated portfolio tool. To ensure the efficient use of commonly accessed inventory data, Phase 1 is being conducted in concert with the customer service support tools initiatives outlined in Section 4 of this Operating Plan. In conjunction with these implementations, business and functional requirements for a longer-term solution have been defined. Phase 2, anticipated for the second half of FY 2004 and beyond, is intended to address such longer-term solutions.

Accomplishments

Project accomplishments to date include:

- Revision of the CARS expenditure codes to better track technology expenditures;
- Reservation of a block of project codes to better track project expenditures for major projects;
- Definition of business requirements and functional requirements for the long term solution for the Commonwealth Project Portfolio, Version 2;
- Promulgation of the Technology Management Policy (See Section 5);
- Enhancements to the Major Projects Dashboard, which provides a consistent framework for tracking major approved technology projects;
- Implementation of the Web-based Commonwealth Agency Technology Strategic Planning Application (CATSPA), which facilitates capture of agency profile information, and planned projects and procurements, as they relate to an agency's mission and core business activities;
- Implementation of the Asset Portfolio system, which captures key agency infrastructure information regarding hardware, software, external service contracts, personnel, and facilities;
- Implementation of a projects database to capture detailed project proposal information;
- Implementation of a portfolio tool that will provide project reporting for the Information Technology Investment Board (more detail available in Section 5); and
- Implementation of a Commonwealth Technology Portfolio Website, www.ctp.virginia.gov.

Milestones

In January 2004, an evaluation of the Phase 1 implementations will occur. As part of this evaluation, a gap analysis will be performed to determine the scope and focus of Phase 2 for the Commonwealth Portfolio Project – Version 2.

Project Manager Development Program

Description

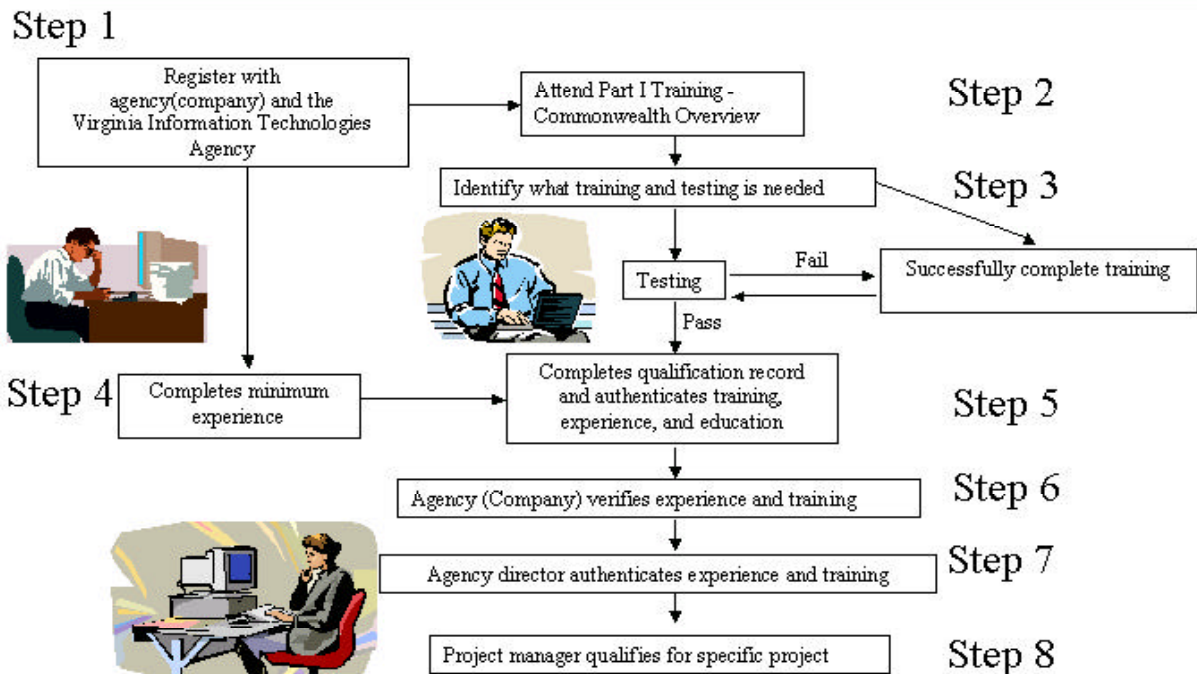
On behalf of the CIO of the Commonwealth, and as required by the *Code of Virginia*, VITA is developing standards for project manager (PM) qualification/selection and training, as well as cost effective project management training offerings. The in-process Project Manager Development Program includes:

- Developing and promulgating a standard for project manager selection and training;
- Establishing a program for testing project manager knowledge;
- Identifying and directing project managers to cost-effective training provided by training partners;
- Coordinating and providing Commonwealth-specific PM training;
- Establishing a Commonwealth Project Manager Development Web site to implement the Project Manager Selection and Training standard;
- Developing a project management information clearinghouse as a component of the Project Manager Development Web site.

The Project Manager (PM) Selection and Training Standard (Appendix 2-2) establishes minimum qualifications and training requirements for all Commonwealth of Virginia IT project managers. The Standard has five components: PM testing and training; mandatory PM qualifications; PM mentoring; a PM qualification and selection process; and an implementation schedule for the Standard.

The Project Manager Development Web site will provide: information on qualification standards; a site to register for the program and to establish an individual qualification record; instructions and access to qualification testing; a list of training partners that provide training supporting the qualification standard at a cost effective rate; required training and schedules; and access to the Project Management Information Clearinghouse.

The Project Management Information Clearinghouse will provide: information on best practices and lessons learned in project management; project background information on Commonwealth IT projects; training partner information; news and recognition; a project manager bulletin board; a project manager mentor list; and, the capability to search across the site for information related to IT project management.



**Project Manager Training and Selection Process
Figure 1.**

Accomplishments

VITA has completed a draft of the Project Manager Selection and Training Standard, and the Project Management Development Website is under development. Arrangements have been finalized with J. Sargeant Reynolds Community College to conduct the Project Manager Qualification Tests on an ongoing basis.

Milestones

The Commonwealth Project Manager Development Program will be phased in over a 20-month period, beginning September 2003, with full implementation by May 2005. Key milestones along that path are currently projected as follows:

Completion Date	Deliverable
September 2003	Publish PM Selection and Training Standard PM Development Web site operational Qualification testing begins PM training partners identified on-line
October 2003	Commonwealth overview training available
January 2004	Information clearinghouse on-line
February 2004	Standard effective for new major projects
May 2004	Standard effective for new non-major projects
August 2004	Standard effective for old major projects (project may be waived for six months)
November 2004	Standard effective for old non-major projects (project may be waived for six months)
May 2005	Standard enforced without exception

Virginia.gov

Description

The virginia.gov initiative is an effort to re-brand Virginia state government online resources in conjunction with the Governor's IT consolidation effort. Virginia is seeking to emphasize a new, unified face in the global digital marketplace. Adopting a statewide standard for moving Web site URLs and e-mail addresses from the state.va.us domain to virginia.gov is a visible, tangible step toward that goal.

There are two rationales for this move:

- Marketing / Branding: Virginia is attempting to demonstrate that it is a new day in Virginia's state government for technology with VITA. An effort was put in place to be mindful of collateral materials (business cards, letterhead, brochures etc).
- Operational: As part of Virginia's cost savings initiatives, standardizing naming conventions will aid in developing statewide electronic directories and in reducing overhead and administrative costs. This will lay the foundation to begin planning for an e-mail server consolidation project.

Approach

Phase I encompassed changing the Web site URLs and staff email addresses for the Governor's Office, Cabinet, and VITA to the virginia.gov domain. Phase II will involve rollout to other state agencies. The recommended standard naming convention for agencies is:

firstname.lastname@officialagencyacronym.virginia.gov.

As VITA begins bringing in-scope agencies on board, the agency will be assisted in evaluating its e-mail needs and in implementing the virginia.gov standards that have been outlined. If an agency has related business needs that would warrant moving to the new domain sooner, VITA will work with the agency to facilitate the transition. FAQ's related to the re-branding effort are available in Appendix 2-3 to this Operating Plan.

Accomplishments/Milestones

A new logo for virginia.gov has been developed:



In conjunction with that new logo, the state portal has been visually redesigned, and state entities' Web site URLs have been updated to reflect virginia.gov. As of July 1, the state homepage became www.virginia.gov, the Governor's Web site became www.governor.virginia.gov, and VITA's Web site became www.vita.virginia.gov.

Hundreds of employee e-mail addresses have now been updated to a virginia.gov mail domain. Also as of July 1, all former DIT/DTP/VIPNet Authority employees and contractors had their e-mail addresses changed to match the new format. There were 440 users and 589 mail accounts that went through a name verification process and were changed to @vita.virginia.gov. All Governor's Office and Cabinet employees and contractors also had their email addresses changed to match the new format simultaneously. There were approximately 200 users and more than 400 mail accounts changed within those offices. To allow for a reasonable transition period, old e-mail addresses will continue working until December 15, 2003.